

Community Mental Health Center (CMHC)

Supported Employment Fidelity Report

12/15/2016

CMHC:	Genesis Behavioral Health
Report Date:	October 2016, Revised on December 15, 2016
Review Date:	
Reviewers: (list all)	

Overview:

This report describes Individual Placement and Support/Supported Employment (IPS/SE) services. The fidelity review is considered an integral component to complement and validate self-fidelity measures and is intended to promote and assure fidelity to the Dartmouth IPS model and compliance with the Community Mental Health Agreement (CMHA).

Executive Summary:

(Enter brief summary of review results)

This self-assessment was completed by the QI Manager, SE Coordinator and SE Facilitator October 2016 and revised on December 15, 2016 which produced the following results:

Fidelity self-assessment score = 112

Fidelity scores have improved greatly across the board particularly in the following areas:

Employment services staff
 Role of employment supervisor
 Agency focus on competitive employment
 Executive team support for SE
 Work incentives planning
 Individualized job search
 Competitive jobs
 Time-unlimited follow-along supports
 Assertive engagement and outreach by integrated treatment team

Scores declined and/or the agency focus is currently on:

Rapid job search
 Job development – frequent employer contact
 Community-based services

Overall, we are pleased with our accomplishments despite barriers such as staff turnover and reporting.

This review resulted in a Fidelity rating of:	Good
Out of a possible 125 points the Center scored:	112

Method:

This review consisted of:

The Supported Employment Team Facilitator, Kim Bruneau completed the report with assistance from Elena Morrison, Quality Improvement Manager. Employment Specialists were consulted and data was gathered to complete the report. The report was reviewed prior to submission by Clinical Coordinator, Carrie Chandler, Clinical Operations Officer, Celia Gibbs and Director of Quality Improvement, Kim Giles.

The Supported Employment Fidelity Scale is divided into three sections: including staffing, organization and services. Each item is rated on a 5-point response formation ranging from 1= no implementation to 5= full implementation with intermediate numbers representing progressively greater degrees of implementation. The following sections address the three areas based on the review.

Agency Support:	<i>(Describe organizational support for the program, leadership, and activities to support and improve the program)</i> The agency leadership is supportive of our program. Members of our Executive Team attend the quarterly Steering Committee Meetings. We presented SE outcomes to the Executive Team in July, 2016 and will present updates in January, 2017.
Staff Training and Orientation:	<i>(Describe orientation program for direct and indirect staff that is specific to the program)</i> The SE Facilitator has been meeting individually and in small groups with new hires to give them an overview of the SE program and to encourage referrals. A monthly SE Orientation meeting began October 27, 2016 to replace this process. New agency personnel are eager to learn about the program and referrals have increased.
SE Staff Motivation:	<i>(Describe the program staff's commitment and motivation to consumers service and their achievement of successful employment)</i> We have a newly formed SE Team with each Employment Specialist committed to clients and their success. We have also hired two additional Employment Specialists, with start dates by 02/17. This will create a larger SE team than we have previously had in our agency. Currently 35% of clients receiving SE services are employed. Team members meet with each other's clients if one of us cannot be at an appointment due to absence or vacation. Outreach efforts are increasing in an effort to engage clients. We are contacting clients that are on the wait list for SE services to connect with them prior to receiving services. Staff are eager to attend trainings including a 2 ½ day SE Leadership training,

	<p>motivational interviewing, ACRE, Vocational Rehabilitation training related to job shadowing, veterans' trainings, LEAP training, and Domestic Violence training. QI also created an Outreach Protocol for all SE trained staff and provided training, which has increased documentation pertaining to the use of SE billable and non-billable codes.</p>
SE Leadership:	<p><i>(Describe the SE Leadership and their activities to support the success and improvement of the program)</i></p> <p>We have a newly formed Steering Committee of over 10 participants and growing. The Coordinator and Facilitator of the SE program have both been instrumental in creating this committee. There has been consistent representation from a member of the Executive Team, GBH QI Team and community members including a local judge from the district court, deacon from a local church and a staff member from Laconia Adult Education. We are working with our new SE Team to provide training and encourage the team to increase job development in an effort to determine what additional employment opportunities are available. Supervision for each Employment Specialist occurs weekly and supervision of the SE Facilitator also occurs on weekly basis. We also have a weekly SE Team meeting where we share job leads, problem-solve about difficult-to-place clients and discuss recent trainings with other members of the team.</p>
SE Services:	<p>Our services include:</p> <ul style="list-style-type: none"> • Completing the SE Vocational Assessment • Creating and revising resumes • Sharpening client interview skills • Meeting with employers in the community to determine what jobs are available • Educating clients about presentation when meeting an employer • Assisting with the application and enrollment process for education and training programs • Accompanying clients to job interviews as desired • Connecting clients to community resources: <ul style="list-style-type: none"> Laconia Adult Education Lakes Region Community College Hyslop & Associates (Computer education) WorkReadyNH Vocational Rehabilitation • Online employment exploration as needed to determine a career path including labor market research • Job search- based on client preferences • Support with completing employment applications and writing cover

	<p>letters</p> <ul style="list-style-type: none"> • On-the-job coaching as needed or desired by client • Follow along supports as needed to maintain employment • Benefits education by onsite benefits specialist • Networking with area agencies, which allows us to share job leads and employer contacts • Motivational interviewing/confidence building/assertive communication techniques
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Areas of Focus:

(Describe the areas of focus the Center wishes to prioritize for improvement in the coming year as a result of this review; include any recommendations for each area)

- Improve relationships with employers in our community; develop an Employer Engagement Protocol by February 2017.
- Improve outreach to new potential SE clients; intake clinicians will engage in SE education and complete referrals as applicable and document discussions in the client record by February 2017.
- Obtain monthly SE related reports from IT to monitor fidelity related progress beginning January 30, 2017.
- In process, a plan to report SE related questions on the quarterly for discussion and assess changes in motivation by February 2017.
- Complete and update vocational assessments and assessment updates for all clients by February 1, 2017.
- SE and QI to work together to develop a plan to target areas in need of improvement and ongoing training to include systematic tracking of all SE related efforts by February 2017.
- Develop annual training schedule to increase SE staff skill level related to all required SE tasks including ACT staff who are trained to provide SE by March 2017.
- Expand development of SE groups to include curriculum planning by March 2017.

IPS Supported Employment Fidelity Report:

Staffing

1. Caseload Size

Employment specialists have individual employment caseloads. The maximum caseload for any full-time employment specialist is 20 or fewer clients.		Rating = 5 out of 5
Comments:	<p>We currently have 3.5 FTE's on our SE team (4.5 FTE's until October 21, 2016). At the end of October, we experienced some changes in SE staffing, but we have been interviewing potential candidates for an open position. The loss of one Employment Specialist has created a waitlist of 20 clients waiting for SE services. This shows that non-SE staff within our agency has recently increased referrals to our program, due to increased staff training, updating of SE brochures, and presentations at team meetings. Caseloads are as follows: J. 19 L. 21, A. 23, K. 14. Many of these clients are newly assigned and although outreach attempts have been made and documented. We have each had more than 20 active clients not to exceed 25 per the Supported Employment fidelity scale standards as outlined in the SAMHSA tool kit. Caseloads shift when an Employment Specialist leaves our agency, to avoid disruption of services to current clients if possible.</p>	
Sources of Information:	<p>SE Facilitator reviewed recent SE staff changes and how that would affect individual caseloads, to determine how best to continue to serve our clients, maintain individual productivity, and remain at a maximum of 20 clients per Employment Specialist. When we lost an Employment Specialist at the end of October the clients were immediately re-assigned for a seamless transition.</p>	
Recommendations:	<p>We have hired 2 additional Employment Specialists, which will cover our current wait list and a few clients have not yet been re-assigned. The SE Facilitator has decreased her caseload. We will continue to make every effort to outreach clients that have not been engaging in SE services, including following the SE outreach protocol to increase outreach to CSP intakes. Training for all clinicians completing intakes will be provided to facilitate the completion of non-billable notes to document any discussions about employment during the intake process.</p>	

2. Vocational Services Staff

Employment specialists provide only employment services.		Rating = 4.5 out of 5
Comments:	We recently trained our Housing Facilitator in SE to provide SE services as needed in our GBH housing facilities. Our 4.5 FTE's provide employment services <u>98</u> % of the time. In the event of a client crisis, an Employment Specialist may provide crisis intervention services. Two ACT Team members have been trained in SE, but due to ACT fidelity may not provide SE services exclusively. There is a plan in place to provide SE training to a recently hired ACT team member which will include peer support.	
Sources of Information:	SE Facilitator	
Recommendations:	SE Reports will be monitored on a monthly basis re: billable vs. non-billable contacts. QI will review reports on a quarterly basis and as needed for additional support. SE Facilitator will continue to encourage Employment Specialists to provide employment services only. Training opportunities will be explored to increase competency for SE staff.	

3. Vocational Generalists

Each employment specialist carries out all phases of employment services, including intake, engagement, assessment, job placement, job coaching, and follow-along supports before step down to a less intensive employment support from another MH practitioner.		Rating = 4.5 out of 5
Comments:	Each of our employment specialists carry out all phases of employment services. Our clients are able to continue accessing SE services for as long as they need or want them. Caseloads are reviewed routinely to assess outreach needed and re-engagement efforts if deemed necessary.	
Sources of Information:	SE Facilitator	
Recommendations:	We will continue to provide all phases of employment services. We will continue exploring training opportunities for SE staff. We	

	will integrate QI consult as needed to assist with meeting high fidelity standards. We will establish a schedule to obtain reports via IT and other SE-related tasks as needed.
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Organization

1. Integration of rehabilitation with mental health treatment through team assignment.

Employment specialists are part of up to 2 mental health treatment teams from which at least 90% of the employment specialist's caseload is comprised.		Rating = 4.5 out of 5
Comments:	At GBH, we have three treatment teams in our Laconia office. We have one team in Plymouth. Each Employment Specialist is assigned to one team. All referrals come from members of the teams.	
Sources of Information:	SE Facilitator	
Recommendations:	We will continue to ensure that each member of the SE Team attends one treatment team meeting each week. Staff will participate in any additional training when available to improve SE- related skills.	

2. Integration of rehabilitation with mental health treatment through frequent team contact.

Employment specialists actively participate in weekly mental health treatment team meetings (not replaced by administrative meetings) that discuss individual clients and their employment goals with shared decision-making. Employment specialist's office is in close proximity to (or shared with) their mental health treatment team members. Documentation of mental health treatment and employment services are integrated in a single client chart. Employment specialists help the team think about employment for people who haven't yet been referred to supported employment services.		Rating = 4.5 out of 5
X	Employment specialist attends weekly mental health treatment team meetings.	
X	Employment specialist participates actively in treatment team meetings with shared decision-making.	
X	Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into client's mental health treatment record.	
X	Employment specialist's office is in close proximity to (or shared with) his or her mental health treatment team members.	
X	Employment specialist helps the team think about employment for people who haven't yet been referred to supported employment services.	
Comments:		Employment specialists talk with their teams weekly about clients

	that are currently receiving SE services, and encourage team members to consider employment with their clients that are not currently receiving SE services. Sample goals and objectives for ISP's are distributed to each clinician in our agency on a regular basis to encourage program referrals. Outreach to clients that have recently had an intake has begun, and internal referral forms are currently in use. Each client that is currently receiving SE services has employment documentation integrated into his/her electronic medical record. Recent development of an SE tab in Essentia will assist with increased organization of SE related documentation. We also have a newly improved employment flyer (enclosed) that outlines the benefits of employment. It is being distributed to clients within staff offices including waiting rooms for increased program exposure.
Sources of Information:	SE Facilitator
Recommendations:	We have monthly SE instruction scheduled for new staff to familiarize them with the SE program and to increase referrals. We will continue to encourage staff to ask questions about their clients that are eager to work. One Employment Specialist is assigned to each clinical team and attends a weekly meeting where individual clients are discussed.

3. Collaboration between Employment Specialists and Vocational Rehabilitation.

Employment specialists and VR counselors have frequent contact for the purpose of discussing shared clients and identifying potential referrals.		Rating = 5 out of 5
Comments:	Employment specialists contact the VR counselors as needed to discuss clients and their progress. Communication happens through email and phone calls. Our SE team has monthly meetings scheduled with our VR counselor. When clients have scheduled VR meetings with their VR counselor, we sit in on those appointments to ensure that we are involved in the client's employment plan.	
Sources of Information:	SE Facilitator	

Recommendations:	Employment Specialists will continue to encourage clients to contact VR counselors to reschedule missed appointments. We will increase collaborative efforts to best serve clients and meet their SE needs. We will improve communication with VR to build stronger foundation for efficient service delivery.
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4. Vocational Unit.

At least 2 full-time employment specialists and a team leader comprise the employment unit. They have weekly client-based group supervision based on the supported employment model in which strategies are identified and job leads are shared. They provide coverage for each other's caseload when needed.		Rating = 5 out of 5
Comments:	We currently have 3 full-time Employment Specialists and one Team Leader (Facilitator), who is considered a half-time Employment Specialist (4.5 FTE's). We meet as a team weekly to brainstorm ideas for difficult-to-engage clients, celebrate clients' successes, and share job leads. We provide coverage for each other's caseload as needed. One of our Employment Specialists creates a Jobs Report weekly for clients and agency staff to share with their clients. We are in the process of hiring two additional Employment Specialists that will increase our team to 5.5 FTE's.	
Sources of Information:	SE Facilitator	
Recommendations:	Continue to meet weekly to discuss difficult-to-place clients. We create a "Jobs Report" weekly. The report is a list of available jobs in our community. It is circulated to clients and is emailed to all clinical staff.	

5. Role of Employment Supervisor.

Supported employment unit is led by a supported employment team leader. Employment specialists' skills are developed and improved through outcome-based supervision. All five key roles of the employment supervisor are present.		Rating = 5 out of 5
X	One full-time supervisor is responsible for no more than 10 employment specialists. The supervisor does not have other supervisory responsibilities. (Program leaders supervising fewer than 10 employment specialists may spend a percentage of time on other supervisor activities on a prorated basis.)	
X	Supervisor conducts weekly supported employment supervision designed to review	

	client situations and identify new strategies and ideas to help clients in their work lives.
X	Supervisor communicates with mental health treatment team leaders to ensure that services are integrated, to problem solve programmatic issues and to be a champion for the value of work. Attends a meeting for each mental health treatment team on a quarterly basis.
X	Supervisor accompanies employment specialists who are new or having difficulty with job development, in the field monthly to improve skills by observing, modeling and giving feedback on skills, e.g., meeting employers for job development.
X	Supervisor reviews current client outcomes with employment specialists and sets goals to improve program performance at least quarterly.
Comments:	The SE team leader (Facilitator) attends a team meeting weekly. Each Employment Specialist meets with the Facilitator weekly for 30 minutes of supervision. The Facilitator accompanies Employment Specialists occasionally if having difficulty with a client or needs assistance with job development. Feedback is given if needed. Job starts are celebrated and we brainstorm ideas for hard-to-engage clients and discuss strategies to assist in motivating clients. We review current outcomes and set goals to improve future outcomes.
Sources of Information:	SE Facilitator
Recommendations:	We are currently working with the IT department on obtaining SE monthly reports to monitor program progress and identify areas needing improvement. QI is available for consult as needed and will continue to monitor fidelity standards on a quarterly basis.

6. Zero Exclusion Criteria

All clients interested in working have access to supported employment services regardless of job readiness factors, substance abuse, symptoms, history of violent behavior, cognition impairments, treatment non-adherence, and personal presentation. These apply during supported employment services, too. Employment specialists offer to help with another job when one has ended regardless of the reason that the job ended or the number of jobs held. If VR has screening criteria, the mental health agency does not use them to exclude anybody. Clients are not screened out formally or informally.	Rating = 4 out of 5
Comments:	Our SE program has a zero exclusion policy. Any client that is

	interested in working is able to access our services. We assist clients with finding more suitable employment if their current job is not right for them, and we help them find new jobs when their job has ended, regardless of the reason.
Sources of Information:	SE Facilitator
Recommendations:	We plan to improve our ability to determine which of our non-engaging clients are no longer interested in receiving SE services. This may happen through conversations with members of the client's team or meeting with a client during a case management or therapy appointment. We will also increase outreach attempts for potential re-engagement.

7. Agency Focus on Competitive Employment.

Agency promotes work through multiple strategies. Agency intake includes questions about interest in competitive employment. Agency displays written postings (e.g., brochures, bulletin boards, posters) about employment and supported employment services. The focus should be with the agency programs that provide services to adults with severe mental illness. Agency supports ways for clients to share work stories with other clients and staff. Agency measures rate of competitive employment and shares this information with agency leaders and staff.		Rating = 4 out of 5
X	Agency intake includes questions about interest in employment	
	Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews.	
X	Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and supported employment services, in lobby and other waiting areas	
X	Agency supports ways for clients to share work stories with other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year.	
	Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.	
Comments:		Our intake has questions about employment and we are in the process of adding employment questions to our quarterly review. We have brochures and cards in all of the waiting rooms. Our

	<p>annual newsletter welcomes stories from clients about their recovery. We have had 2 clients come to our All-Team Meeting this year to tell their recovery stories and discuss how the SE program has encouraged them to pursue their goals. The SE Facilitator received positive feedback from clinicians about this presentation. We have improved on our reporting of employment outcomes to agency leadership and staff. In the future, we hope to record an interview with a client, to tell his/her success story that would be displayed on the agency televisions currently in our waiting rooms. This would assist with referrals and increase program visibility. We have invited clients to join our Steering Committee and share their experiences within the program. This client integration at the meetings will continue to further exemplify the positive impact of the Supported Employment program.</p>
Sources of Information:	SE Facilitator
Recommendations:	Resolve IT issues, report employment outcomes at least quarterly to agency staff and leadership, continue to invite clients to speak to staff about the benefits of receiving SE services. Encourage clients to submit their stories to be published in our agency's annual newsletter.

8. Executive Team Support for Supported Employment

<p>Agency executive team members (e.g., CEO/Executive Director, Chief Operating Officer, QI Director, Chief Financial Officer, Clinical Operations Officer, Medical Director, Human Resource Director) assist with supported employment implementation and sustainability. All five key components of executive team are present.</p>		Rating = 4 out of 5
X	Executive Director and Clinical Operations Officer demonstrate knowledge regarding the principles of evidence-based supported employment.	
X	Agency QI process includes an explicit review of the IPS SE program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity Scale, or until achieving high fidelity, and at least yearly thereafter. Agency QI process uses the results of the fidelity assessment to improve IPS SE implementation and sustainability.	
X	At least one member of the executive team actively participates at IPS SE leadership team (steering committee) meetings that occur at least every six months	

	for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services.
X	The agency CEO/Executive Director communicates how IPS SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.
X	SE program leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. QI has consistently provided support regarding fidelity improvement tasks over the past year. The executive team helps the program leader identify and implement solutions to barriers.
Comments:	QI Manager and SE Coordinator work with the SE Facilitator to complete the Fidelity Review twice each year. We have also been working on data collection processes within our agency. Our Executive Director or other designated Executive Team member attends the Steering Committee meetings which are held quarterly. The SE Facilitator and Coordinator presented information about SE to the Executive team in July, 2016. We have another date scheduled to present at Executive Team in January, 2017. The Executive Team is supportive and motivated to learn about the SE Program and strategic goals to enhance program development.
Sources of Information:	SE Facilitator
Recommendations:	Continue to present SE outcomes to the Executive Team. SE Facilitator will collaborate with QI Manager and SE Coordinator to complete Fidelity Reviews twice each year, or as needed. Develop specific goals for the Steering Committee to address and increase the number of Community Partners attending the meetings. One client attended the most recent meeting, and another will be invited to the upcoming meeting. Executive Director will continue to share information about the SE program and its importance within the agency and to the community .

Services

1. Work Incentives Planning

<p>All clients are offered assistance in obtaining comprehensive individualized work incentives planning (benefits planning) before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay.</p> <p>Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent children benefits, past job retirement benefits and any other source of income. Clients are provided information and assistance about reporting earnings to SSA, housing programs, VA programs, etc., depending on the person's benefits</p>		<p>Rating = 5 out of 5</p>
Comments:	<p>We have two benefits experts on staff. Employment Specialists typically will refer a client to a benefits expert if there are questions about how working will affect their benefits. We continue to encourage clients to report their earnings to DHHS and SS.</p>	
Sources of Information:	<p>SE Facilitator</p>	
Recommendations:	<p>Benefits presentations are given to entire staff at our agency a minimum of 2 times per year. This will continue, in an effort to assist staff in understanding how to assist/refer clients. As new staff are trained, additional training regarding benefits will be provided individually or as a group.</p>	

2. Disclosure

<p>Employment specialists provide clients with accurate information and assist with evaluating their choices to make an informed decision regarding what is revealed to the employer about having a disability.</p>		<p>Rating = 5 out of 5</p>
X	<p>Employment specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services..</p>	
X	<p>Employment specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer.</p>	

X	Employment specialists discuss specific information to be disclosed (e.g., disclose receiving mental health treatment, or presence of a psychiatric disability, or difficulty with anxiety, etc.) and offers examples of what could be said to employers.
X	Employment specialists discuss disclosure on more than one occasion (e.g., if clients have not found employment after 2 months or if clients report difficulties on the job).
Comments:	We complete a vocational assessment with each client at the beginning of the relationship. As part of that conversation, we discuss disclosure and determine what the client will be comfortable disclosing to a potential employer. We also discuss disclosure as needed with each client throughout the year.
Sources of Information:	SE Team
Recommendations:	Disclosure forms will be updated annually to include a conversation with the client about disclosure.

3. Ongoing, Work-Based Vocational Assessment

Initial vocational assessment occurs over 2-3 sessions and is updated with information from work experiences in competitive jobs. A vocational profile form that includes information about preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. is filed in the client's clinical chart and is updated with each new job experience. Aims at problem solving using environmental assessments and consideration of reasonable accommodations. Sources of information include client, treatment team, clinical records, and with the client's permission, from family members and previous employers.	Rating = 4 out of 5
Comments:	We have completed vocational assessments on most of our clients that are receiving SE services. We are in the process of completing updates at this time. The information is helpful in determining what types of employment might be suitable for the client.
Sources of Information:	SE Team
Recommendations:	We will review each client's vocational assessment quarterly to determine whether an update is required. Updates will be completed as needed.

4. Rapid Search for Competitive Job.

Initial employment assessment and first face-to-face employer contact by the client or the employment specialist about a competitive job occurs within 30 days (one month) after program entry.		Rating = 4 out of 5
Comments:	We have been completing the vocational assessment/profile during the first few meetings with a client. Whenever possible, clients are introduced to employers in the community soon after program entry. Some of our clients are not interested in talking with employers; they say that they are too anxious. We continue to work with them on managing their symptoms in the community. We also take clients to meet with employers at job fairs in our community. This seems to be a good way to meet with employers and strengthen networking relationships.	
Sources of Information:	SE Team	
Recommendations:	Our current SE Team has been accompanying clients to meet with employers in the community. We will continue to provide a Jobs Report to each client we serve. The Jobs Report is created weekly, and is available to all clients, including those that are not receiving SE services.	

5. Individualized Job Search

Employment specialists make employer contacts aimed at making a good job match based on clients' preferences (relating to what each person enjoys and their personal goals) and needs (including experience, ability, symptomatology, health, etc.) rather than the job market (i.e., those jobs that are readily available). An individualized job search plan is developed and updated with information from the vocational assessment/profile form and new job/educational experiences.		Rating = 5 out of 5
Comments:	We do individualize the job search for each client, based on the client's preferences. We have not completed job search plans, except for those clients that are involved with Vocational	

	Rehabilitation.
Sources of Information:	SE Facilitator
Recommendations:	Create job plans for each client. Continue to complete and update vocational assessment forms.

6. Job Development-Frequent Employer Contact

<p>Each employment specialist makes at least 6 face-to-face employer contacts per week on behalf of clients looking for work. (Rate for each then calculate average and use the closest scale point.) An employer contact is counted even when an employment specialist meets an employer twice in one week, and when the client is present or not present. Client specific and generic contacts are included. Employment specialists use a weekly tracking form to document employer contacts and the form is reviewed by the supervisor on a weekly basis.</p>		Rating = 2 out of 5
Comments:	<p>Employment specialists are encouraged to go out into the community weekly to meet with employers to develop relationships. An average of 4 face to face contacts were made per employment specialist each week during the months of October and November 2016. We document job development activities on tracking forms that are reviewed during our weekly SE team meeting. Our SE Team recently reviewed the frequency of job development contacts and discussed possible ways to increase the weekly time spent meeting with employers in our community. We plan to ask clients to accompany us on a regular basis to meet with employers. During times of low staffing, we focus on meeting with clients. Outreach efforts will be increased to clients and employers.</p>	
Sources of Information:	SE Team	
Recommendations:	<p>SE Facilitator will create a plan with each Employment Specialist to be sure that Job Development is scheduled each week in the community by January 30, 2016. A minimum of 6 employers will be met by each Employment Specialist weekly to determine which jobs are available and what skills might be needed. Clients will be encouraged to job develop with Employment Specialists. It has become increasingly difficult in recent years, as many employers no longer want potential candidates to walk in to their businesses.</p>	

	Applications are now completed online and it seems that many employers do not want to meet people in person. However, we will continue to meet with employers as we consistently discover available positions that may not have been advertised. The entire SE Team attended a training provided by Vocational Rehabilitation earlier this year about Job Development. The skills learned at the training will enable us to improve our job development skills.
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7. Job Development-Quality of Employer Contact

Employment specialists build relationships with employers through multiple visits in person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, and describe client's strengths that are a good match for the employer.		Rating = 4 out of 5
Comments:	SE develops relationships with local employers by meeting with them and explaining our program and what we can offer employers.	
Sources of Information:	SE Team, Job Development logs	
Recommendations:	The SE Team will increase the time they spend in the community, meeting with employers and building relationships by initiating in face to face contacts, networking amongst existing employers and attending community based related activities i.e. job fairs. SE is networking with employers via other agency providers that are receptive to hiring individuals with disabilities, including mental illness. In the Lakes Region, "Business After Hours" is an event that would enable us to meet employers at an organized event. The SE Facilitator attends the NH Employment Program meetings quarterly and the Lakes Region Workforce Coalition meetings monthly. The SE Team Facilitator attends monthly Lakes Region Workforce Coalition meetings to network with others in the area.	

8. Diversity of Jobs Developed.

Employment specialists assist clients in obtaining different types of jobs.		Rating = 5 out of 5
Comments:	Each job search is based on client preferences. Clients are not encouraged to pursue employment in businesses that may not be a	

	good fit for their preferences.
Sources of Information:	SE Team
Recommendations:	Depending on a client's interests and abilities we will continue to meet with specific employers related to jobs that would meet the client's needs. Whenever a client allows an Employment Specialist to be involved we work collaboratively with the employer to ensure that accommodations are made that will encourage the client's success.

9. Diversity of Employers.

Employment specialists assist clients in obtaining jobs with different employers.		Rating = 5 out of 5
Comments:	Currently there are no local businesses that employ more than one of our clients.	
Sources of Information:	SE Team, SE Facilitator	
Recommendations:	Each client has strengths that s/he will bring to a position. We talk with employers to advocate for our clients, emphasizing client strengths and abilities.	

10. Competitive Jobs.

Employment specialists provide competitive jobs options that have permanent status rather than temporary or time-limited status, (e.g., transitional employment positions). Competitive jobs pay at least minimum wage, are jobs that anyone can apply for and are not set aside for people with disabilities. (Seasonal jobs and jobs from temporary agencies that other community members use are counted as competitive jobs.)		Rating = 5 out of 5
Comments:	We do have a "work group" a group of 7 clients that works for GBH, doing cleaning, outdoor work, occasionally stuffing envelopes, etc. These are the only non-competitive jobs for which clients are currently employed. We continue to encourage each client to pursue competitive employment. We have seen benefits	

	for these clients. They have formed a positive working relationship, gathering outside of work and providing natural supports within the work place. One refers to work hours as “group therapy.” They are a very cohesive group and have found friends in the group that they might not otherwise have existed.
Sources of Information:	SE Facilitator
Recommendations:	Continue to encourage work group employees to pursue additional competitive employment. We will continue to encourage peer support within the group.

11. Individualized Follow-Along Supports

Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. Supports are provided by a variety of people including treatment team members (i.e., medication changes, social skills training, encouragement), family, friends, co-workers (i.e., natural supports) and employment specialist. Employment specialist also provides employer support (e.g., educational information, job accommodations) at client’s request. Employment specialists offer help with career development, i.e., assistance with education, a more desirable job, or more preferred job duties.		Rating = 5 out of 5
Comments:	Many of our clients have told us that they do not want to disclose to employers about their mental illness. We are not often involved with on-the-job supports for clients based on accommodations/ support needed. We provide support away from the work site as needed. At a client’s request, we will meet with an employer to maintain open communication and problem-solve any issues that arise.	
Sources of Information:	SE Team	
Recommendations:	The SE Team will continue to offer supports as needed, once employment is obtained. The treatment team will also provide support as needed. Clients have access to SE services for as long as needed.	

12. Follow-Along Supports – Time Unlimited

Employment Specialists have face-to-face contact within 1 week before starting a job, within 3 days after starting a job, weekly for the first month, and at least monthly for a year or more, on average, after working steadily and desired by clients. Clients are transitioned to step down job supports from a mental health worker following steady employment. Employment specialists contact clients within 3 days of learning about a job loss.		Rating = 5 out of 5
Comments:	We provide follow-along supports as needed. Whenever possible, we meet with clients just prior to starting a job and continue to meet with them after they have started working for as long as needed. We meet with clients that have lost a job, in order to help process what happened, whether the client could have done anything different and to offer support to the client in a new job search.	
Sources of Information:	SE Facilitator	
Recommendations:	Continue to offer follow-along supports until client no longer needs or wants SE services.	

13. Community-Based Services

Employment services such as engagement, job finding and follow-along supports are provided in natural community settings by all employment specialists. (Rate each employment specialist based upon their total weekly scheduled work hours then calculate the average and use the closest scale point.).		Rating = 2.5 out of 5
Comments:	We meet with all clients in community-based settings, including clients' homes, the employment office, the library, local coffee shops, etc. We do not meet clients in our offices.	
Sources of Information:	SE Facilitator	
Recommendations:	The SE Team will continue to provide supports exclusively in the community. We will work to increase the number of hours in the community including time spent on job development. The SE Team's recent conversations about this include strategies to make this happen. Outreach to clients is increasing, in an effort to schedule appointments with new clients or clients that have recently transitioned to a new Employment Specialist. When all	

	clients become engaged in working with an Employment Specialist, time in the community will be increased. New referrals will be assigned when we have hired two additional Employment Specialists.
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14. Assertive Engagement and Outreach by Integrated Team.

Service termination is not based on missed appointments or fixed time limits. Systematic documentation of outreach attempts. Engagement and outreach attempts made by integrated team members. Multiple home/community visits. Coordinated visits by employment specialist with integrated team member. Connect with family, when applicable. Once it is clear that the client no longer wants to work or continue in SE services, the team stops outreach.		Rating = 5 out of 5
Comments:	We do not terminate SE services. Services are terminated only when a client informs the Employment Specialist that s/he is no longer interested in receiving SE services. Outreach attempts are documented. If multiple attempts are made with no results, a letter is sent at the very end of the month with enclosed information pertinent to achieving employment. Employment Specialists try to meet clients during a scheduled appointment with their case managers if we have not been able to reach them.	
Sources of Information:	SE Facilitator	
Recommendations:	We will continue outreach attempts and make every effort to engage clients by utilizing existing referral processes and improving outreach efforts across the agency including documentation of these outreach efforts in the clinical record.	

<u>Staffing</u>		
#	Item	Score
1.	Caseload size	5
2.	Employment services staff	5
3.	Vocational generalists	4.5
<u>Organization</u>		
#	Item	Score
1.	Integration of rehabilitation with mental health thru team assignment	4.5
2.	Integration of rehabilitation with mental health thru frequent team member contact	4.5
3.	Collaboration between employment specialists and Vocational Rehabilitation	5
4.	Vocational unit	5
5.	Role of employment supervisor	5
6.	Zero exclusion criteria	4
7.	Agency focus on employment	4
8.	Executive team support for SE	4
<u>Services</u>		
#	Item	Score
1.	Work incentives planning	5
2.	Disclosure	5
3.	Ongoing, work-based vocational assessment	4
4.	Rapid job search for competitive job	4
5.	Individualized job search	5
6.	Job development—Frequent employer contact	2
7.	Job development—Quality of employer contact	4
8.	Diversity of job types	5
9.	Diversity of employers	5
10.	Competitive jobs held	5
11.	Individualized follow-along supports	5
12.	Time unlimited follow-along supports	5
13.	Community-based services	2.5
14.	Assertive engagement and outreach by integrated treatment team	5
Total:		112

Score Range	Fidelity Level
115 – 125	Exemplary Fidelity
100 – 114	Good Fidelity
74 – 99	Fair Fidelity
73 and below	Not Supported Employment



Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH

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March 30, 2017


Genesis Behavioral Health
Kim Giles, Director of Quality Assurance
111 Church Street
Laconia, New Hampshire, 03246

Re: Supported Employment Self-Assessment, Revised" dated 12/15/2017

Dear Ms. Giles:

I am writing to acknowledge receipt of the document you previously submitted titled "Supported Employment Self-Assessment, Revised" and dated 12/15/2017, and specifically the "Areas of Focus" has been reviewed and approved and will serve as a foundational document for the technical assistance discussion and plans developed between Genesis Behavioral Health and the Department of Health and Human Services, Bureau of Mental Health Service relative to Supported Employment services.

Sincerely:



Karl Boisvert, Administrator
Bureau of Mental Health Services

Cc: File; Michele Harlan; Mary Brunette; David Lynde; Diana Lacey.